

# Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

## ARCHITECTURE AND DESIGN SCOTLAND

### BOARD MEETING (46)

9 Bakehouse Close, 146 Canongate, Edinburgh

1.00 pm on Monday 8 May 2017

### A G E N D A

Item	Subject	Lead	Papers
1	Welcome, apologies and declarations of interest	Chair	None
2	Minutes of previous meeting on 10 April and matters arising from previous meetings	Chair	Attached
3	CEO Update	JMacD	Attached
4	Management Report 2016/17 a) Management Accounts update to Q4 b) Business Plan round up (to follow)	MT	Attached
5	Revised Budget for 17/18	LL	Attached
6	Business Plan Implementation 17/18	JMacD	To follow
7	Committee updates a) Audit Committee b) Succession planning Committee	MC SE	Verbal Verbal
8.	Town Centre Living	DL/SM	Presentation on day
9.	Design Advice	HC	Attached
10.	Data Management	LL	Attached
11.	Any Other Business a) Chair/Members Diary Updates b) June Away Day c) Charity Auction		

# Architecture & Design Scotland

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## ARCHITECTURE & DESIGN SCOTLAND

### MINUTES OF BOARD MEETING (46)

Bakehouse Close, Canongate, Edinburgh

1.00 pm on Monday 8 May 2017

**Present :** Karen Anderson (KA) (Chair), Alan Sim (AS), Andrew Burrell (AB), David Chisholm (DC), Jonathan Hughes (JH), Martin Crookston (MC), Sandy Beattie (SB), Sue Evans (SE)

**Staff :** Jim MacDonald, Chief Executive (JMacD), Heather Chapple (HC), Lynne Lineen (LL), Sue Reynolds (SR), Andrea Hepburn (AH - Minutes), Diarmaid Lawlor (DL)(part), Steve Malone (SM)(Item 8)

**Guests :** Fiona McKerrell (FM) & Joann Russell (JR)

#### 1 WELCOME, APOLOGIES & DECLARATIONS OF INTEREST

KA welcomed everyone and introduced Fiona McKerrell of Shepherd & Wedderburn and Joann Russell of HES who are both Board Shadows attending in an observing capacity.

Apologies were received from Graham Hill and Graham Ross.

There were no declarations of interest.

#### 2 MINUTES OF MEETING ON 10 APRIL 2017 AND MATTERS ARISING

The Minutes of the previous meeting were AGREED. All actions have been completed.

#### 3 CEO UPDATE

The Chief Executive's update report was presented for noting. As part of this, the Strategic Risk Register was highlighted following changes that have been made to its format.

The Report was NOTED.

#### 4 MANAGEMENT REPORT 2016/17

##### 4a Q4 Management Accounts Update

The Q4 2016/17 Management Accounts were presented by LL. Budgeted income was £1,978,000 with total spend to 31 March 2017 of £1,761,000 (89% of total income) with a further £210,000 committed by Purchase Orders at 31 March 2017 (11%). The total income not spent or committed is £7,000 (0.3% of our total income). This will be carried forward to 2017/18 and allocated to projects authorised by the Management Team. Within the committed expenditure is an amount of £43,000 in respect of the dilapidations provision for the lease end at Bakehouse Close – as agreed last year with our previous auditors. Audit Committee asked that this provision be reviewed for possible inflation of costs.

It was noted that our new external auditors, Audit Scotland, will be in at the end of the month which will enable us to start work on the Statutory Accounts.

The Report was NOTED.

#### **4b Business Plan Round Up**

DL presented the Business Plan round-up for 2016/17. This provided summaries of all the projects from last year with reports on the outcomes and lessons learned. Moving on we have identified the need to increase our focus on project outcomes; target our audiences; share processes and efficiencies better and manage staff time to avoid recurring issues.

The Board asked that the document be made available by email and/or Trello.

AS advised that Table 1 was not in the document and HC highlighted a duplication in the report and the need to add further projects.

**ACTION 1 : Business Plan Round Up Report to be updated and circulated and/or uploaded to Trello.**

The Report was NOTED.

#### **5 BUDGET 2017/18**

The 2017/18 budget was approved at Board in February. Subsequent to this a series of changes have been necessary as a result of adjustments from 2016/17 year-end. These changes are now reflected in the amended budget which is presented for information.

Following a request from MC it was agreed that an additional column be added to show the figures for the previous year.

**ACTION 2 : LL to include previous year's figures in future budget reports.**

The Report was NOTED.

#### **6 BUSINESS PLAN IMPLEMENTATION 2017/18**

SR presented a revised draft template for reporting on the Business Plan which will streamline the quarterly reporting and establish links between the work and the new Corporate Strategy. The new format was welcomed and AGREED by the Board.

#### **7 COMMITTEE UPDATES**

##### **7a Audit Committee**

LL tabled a paper updating on the preceding Audit Committee Meeting and covering: Quarterly Governance Statement; Q4 Management Accounts; Internal Audit; Strategic and Corporate Risk Registers; Sickness Absence Rates in Comparable Organisations; Data Management Project; Cybercrime and Cloud Storage; Business Continuity Plan and the Chair's Report on the SG Improvement Group.

MC drew the Board's attention to the part of the Audit Chairs Group Report on Risk and Assurance.

The Report was NOTED.

## **7b Succession Planning Committee**

SE updated the Board on the preceding Succession Planning Meeting. The programme aims to have the new Chair appointed by the end of October, 2 Board Members by March 2018 and a further 5 Board Members by January 2019.

The panel will be made up of John McNairney, SG Chief Planner, an independent external member and a representative of the public appointments team.

## **8 TOWN CENTRE LIVING**

SM joined the meeting to make a presentation on Town Centre Living. We have been testing and developing this resource over the last year by facilitating workshops and sharing examples of sustainable town centres. This has involved linking organisations to work together to agree how to increase residential units within existing town centres. As part of this, we provide them with resources to show what things could look like - so far have done work on this in Arbroath, Clarkston and Ardrossan.

The Board welcomed the presentation and asked to be kept apprised of the project as it develops.

## **9 DESIGN ADVICE**

HC tabled a paper outlining the progress being made on delivering design advice through both staff and panelists. She highlighted how we have been piloting different ways of doing things and are developing a set of tools that people can use. This involves using the panel more selectively for projects that require their expertise while staff provide advice on the other projects.

The report was NOTED.

## **10 DATA MANAGEMENT**

LL provided an update on the Data Management Project. She drew Board's attention to the appointment of a consultant to gather evidence and draft policies. MC advised Board that the Audit Committee is satisfied that this additional resourcing is appropriate.

The Board NOTED the Report.

## **11 ANY OTHER BUSINESS**

### Chair/CEO Diaries

KA is scheduled to meet with Stewart Milne Homes; has had an approach from the Mackintosh School of Architecture re "Envisaging Architecture" which she is happy to support and will be meeting Cllr David Macdonald of GCC following chairing a Hustings in the Lighthouse. She also highlighted the RIAS Conference in Stirling on Friday if we are able to support it.

JMacD will be attending the Seeding Success event in Paisley on Wednesday; the Homes for Scotland Awards on Friday; has an upcoming meeting with Steve Dunlop and a UK Design Agencies Meeting in Cardiff. He also advised that we have three new staff start starts in May.

### Other Diaries

SE mentioned the 2017 CSGN Forum – "How Green Infrastructure is Transforming the Way we Live" on 15 June. KA is the morning moderator with key note speakers from Milan, Copenhagen and Belfast.

AB is attending the Academy of Urbanism 50<sup>th</sup> anniversary in Milton Keynes at the end of June.

DL advised that he will be joining the STP and Regeneration Division in Malmo at the beginning of June.

The Meeting closed at 4.10 pm

Signed: .....

**Karen Anderson, Chair**

Date .....

# Architecture & Design Scotland

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## ARCHITECTURE AND DESIGN SCOTLAND

### BOARD MEETING (47)

9 Bakehouse Close, 146 Canongate, Edinburgh

1.00 pm on Monday 14 August 2017

### A G E N D A

Item	Subject	Lead	Papers
1	Welcome, apologies and declarations of interest	Chair	None
2	Minutes of previous meeting on 8 May and matters arising from previous meetings	Chair	Attached
3	Audit Committee Update	MC	Tabled
4	CEO Update	JMacD	Attached
5	Performance Report – Q1 Business Plan Update and Budgets Risk	MT	Attached
6	Staff Survey Update	JMacD	Attached
7	Draft Annual Report and Accounts	JMacD	Tabled
8.	Corporate Strategy Implementation – Presentation by Diarmaid Lawlor	JMacD	Verbal
9.	Spending Review	JMacD	Attached
10	Review of Scheme of Delegations	SR	Attached
11.	Any Other Business		

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## ARCHITECTURE & DESIGN SCOTLAND

### MINUTES OF BOARD MEETING (47)

Bakehouse Close, Canongate, Edinburgh

1.00 pm on Monday 14 August 2017

**Present :** Karen Anderson (KA) (Chair), Alan Sim (AS), Andrew Burrell (AB), David Chisholm (DC), Graham Hill (GH), Graham Ross (GR), Jonathan Hughes (JH), Martin Crookston (MC), Sandy Beattie (SB), Sue Evans (SE)

**Staff :** Jim MacDonald, Chief Executive (JMacD), Heather Chapple (HC), Lynne Lineen (LL), Diarmaid Lawlor (DL), Sue Reynolds (SR), Andrea Hepburn (AH - Minutes)

**Guests :** Fiona McKerrell (FM), Joann Russell (JR) & Lynn Downie (LD)

#### 1 WELCOME, APOLOGIES & DECLARATIONS OF INTEREST

KA welcomed everyone and introduced Lynn Downie of Standard Life.

There were no apologies.

There were no declarations of interest.

#### 2 MINUTES OF MEETING ON 8 MAY 2017 AND MATTERS ARISING

The Minutes of the previous meeting were AGREED.

##### 8 May 2017 : Action 1

SR has the updated Business Plan Round Up and will publish this to our Trello site.

##### 8 May 2017 : Action 2

Previous year's figures have been added to budget reports.

#### 3 AUDIT COMMITTEE UPDATE

MC reported that the CEO Quarterly Governance statement was presented; the Audit Report for 2016/17 was presented by Audit Scotland; the draft Annual Report and Financial Statements to 31 March 2017 were agreed and will be presented for approval at the September Board meeting; Management Accounts to 30 June 2017 were noted without comment; a closing report on the Evaluation Project was noted with the request that a report be presented to the February 2018 meeting reviewing the effectiveness of evaluation in projects.

**ACTION 1 : Update on Evaluation Project to be provided to February 2018 meeting.**

Progress has been made on the Data Management Project which is on track to make a submission to the Keeper by 30 September 2017.

KA also noted that, further to discussions at Audit, the November Board will have conversations on publishing A&DS documents and on our diversity.

The Report was NOTED.

#### **4 CEO UPDATE**

The CEO update was tabled and NOTED.

KA thanked all those involved with the organisation of the Away Day in June as well as those who took part.

KA highlighted her intention that Board Members will each champion one of our focus areas. Details of these to be confirmed at a future meeting once these have been agreed.

JH sought assurances regarding compliance with the General Data Protection Regulations (GDPR) which take effect on 1 May 2018. SR confirmed that this will be handled through our Records Management Plan with further work undertaken as required. JH suggested officers review the Information Commissioner's guidance on this.

MC asked what our formal involvement is in the appointment of the next Chair. JMacD advised that our input has ended and the rest of the process will be handled by Public Appointments Team.

#### **5 PERFORMANCE REPORT Q1**

JMacD introduced the new format and highlighted some further refinements that will be made before the next meeting. While the new format was well received by Board, it was agreed that a covering report highlighting issues along with a summary list of all projects is preferable. JMacD confirmed that these changes will be reflected in the next Report.

The Report was NOTED.

#### **6 STAFF SURVEY UPDATE (IN CONFIDENCE)**

The Board welcomed the improvements relative to the results for 2016 and asked to be kept updated with implementation of the action plan.

The Report was NOTED.

#### **7 DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS**

JMacD offered apologies for the late circulation of the paper which was a consequence of recent changes to the treatment of deferred income in the report that had been requested by our auditors.

Subject to the changes agreed at the Audit Committee being actioned, the Board APPROVED the Annual Report and Financial Statements.

## **8 CORPORATE STRATEGY IMPLEMENTATION**

DL made a presentation on the Corporate Strategy Implementation relating to the work we are currently taking forward on housing

The Board welcomed the presentation and after discussion it was agreed that there would be a detailed discussion on this topic at the September Board Meeting.

## **9 SPENDING REVIEW**

JMacD confirmed that he is in regular contact with sponsor division following a submission in June. While there is nothing substantive to report at this time, he also confirmed that we are planning across a range of scenarios ahead of our settlement for 2018/19 being confirmed in November/December. The detail of these scenarios will be shared with the Board at a future meeting.

The report was NOTED.

## **10 REVISION OF SCHEME OF DELEGATION**

An amended Scheme of Delegation was presented for approval. SR highlighted the principal change being the recommendation to move from a yearly to a 3-yearly review of the Scheme.

The Board APPROVED the amended Scheme of Delegation.

## **11 ANY OTHER BUSINESS**

### Chair/CEO Diaries

The Chair attended the RIAS/A&DS Student Awards in July; is attending an Arcadis breakfast meeting on housing this week; attended the Dundee/Perth/Kinross/Fife Children's event and also Archi-fringe events last month. She outlined this was an excellent volunteer organised programme and should be supported.

The Chair and CEO will meet with the Secretary & President of RIAS at the end of August.

### Other Diaries

AB updated that this year's Academy of Urbanism Congress is in Aarhus.

GH mentioned that the Edinburgh Chamber of Commerce provide a chair to the Development Forum – as the chair has recently retired he has been asked to step into the position. There is potential for A&DS to do a future presentation to them.

SB attended an Academy of Urbanism event in Aberdeen and the Degree Show at Robert Gordon University.

GR advised that the RTPi are keen to forge links on key priorities – there is potential to host all the Built Environment bodies together again.

AS is attending the NHBC Pride in the Job lunch on behalf of KA in September.

DL advised that ADP are hosting a Custom Build event in Bakehouse Close on 23 September.

HC advised that A&DS will be represented at the opening of the Queensferry Crossing on 4 September.

The Meeting closed at 3.55 pm

Signed: .....

**Karen Anderson, Chair**

Date .....

# Architecture & Design Scotland

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## ARCHITECTURE AND DESIGN SCOTLAND

### BOARD MEETING (48)

9 Bakehouse Close, 146 Canongate, Edinburgh

1.30 pm on Monday 13 November 2017

### A G E N D A

Item	Subject	Lead	Papers
1	Welcome, apologies and declarations of interest	Chair	
2	Minutes of previous meeting and matters arising from previous meetings	Chair	Attached
3	CEO Update	CEO	Attached
4	Business Plan Performance Report – Q2 <ul style="list-style-type: none"> <li>· Activities</li> <li>· Expenditure</li> </ul>	MT	Attached
5	Corporate Strategy 2017/20 Implementation <ul style="list-style-type: none"> <li>· Balanced Scorecard</li> <li>· Project Evaluations</li> </ul>	MT	Attached
6	Staff Survey Update	CSM	Attached
7	Housing & Public Investment Follow-up	CEO	Attached
8	Board Succession Planning Update	CEO	Verbal
9	Value of Design – discussion	GR	To follow
10	Transparency: Publishing Board Papers	CEO	Attached
11	Stalled Spaces	LRR	Presentation
12	Any Other Business		

# Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

## ARCHITECTURE & DESIGN SCOTLAND

### MINUTES OF BOARD MEETING (48)

Bakehouse Close, Canongate, Edinburgh

1.30 pm on Monday 13 November 2017

**Present :** Graham Ross (GR) (Vice Chair), Alan Sim (AS), David Chisholm (DC), Jonathan Hughes (JH), Martin Crookston (MC) & Sue Evans (SE)

**Staff :** Jim MacDonald, Chief Executive (JMacD), Heather Chapple (HC), Lynne Lineen (LL), Diarmaid Lawlor (DL), Sue Reynolds (SR), Andrea Hepburn (AH - Minutes) & Anja Ekelof (AE)(Item 7)

**Guests :** Ian Gilzean (IG), Architecture & Place, Scottish Government, Fiona McKerrell (FM) & Lynn Downie (LD)

#### 1 APOLOGIES & DECLARATIONS OF INTEREST

Apologies were received from Karen Anderson, Sandy Beattie, Andy Burrell and Graham Hill.

GR declared an interest as part of the creative team appointed to the Scotland + Venice project.

#### 2 MINUTES OF MEETING ON 14 AUGUST 2017 AND MATTERS ARISING

The Minutes of the meeting of 14 August were AGREED.

##### 14 August 2017 : Action 1

This action was amended to require reporting to the February Audit Committee rather than Board.

#### 8 IN CONFIDENCE: BOARD SUCCESSION PLANNING UPDATE

At the Chair's request this item was brought forward. IG updated the Board on the recruitment of a new Chair for A&DS, noting that no appointment has been made and that confirmation of the next steps is anticipated shortly.

#### 3 CEO UPDATE

It was highlighted that there is some overlap between this and items 4 & 5. JMacD agreed to review the format of these reports ahead of the next meeting.

The Report was NOTED.

#### 4 BUSINESS PLAN PERFORMANCE REPORT Q2

In response to MC, LL explained that the £34,000 of unallocated funds were largely a function of underspend on the salary budget.

JMacD confirmed that there no changes have been made to the Strategic Risk Register since the last meeting and that Management Team look at Risk each month with operational risks being managed within individual projects.

The Report was NOTED.

AS provided an update from the Communications Group.

- Website user-figures are increasing as is social media activity;
- There will be an increased focus on communications within project planning;
- The Digital Gallery work was welcomed;
- The final draft of the Annual Review was agreed.

#### 5 CORPORATE STRATEGY 2017/20 IMPLEMENTATION

JMacD reported that there are currently 24 projects running and a further 12 in development. 4 projects have completed evaluations and a further 4 are planned to do so by May 2018.

JMacD provided a detailed review of the Balanced Scorecard. The Chair welcomed the introduction of the Scorecard, thanked those involved and asked that an electronic version of this be sent out to Board Members

**ACTION 1 : SR to circulate a copy of the Balanced Scorecard to Board.**

The Report was NOTED.

#### 6 STAFF SURVEY UPDATE & 3 YEAR WELLBEING PLAN

The updated action plan prepared following the 2017 staff survey shows only one item still requiring action. JMacD to prioritise action on this.

Related to this, SR presented proposals to introduce a wellbeing programme and target establishing A&DS in the top 100 employers.

The Board were fully in favour of this. A question was raised regarding progress with introducing a set of Corporate Values and LL advised she is working on this with a small group of staff and hopes to implement these very soon. The Board asked if they could see the Values once finalised and JMacD agreed that this could be included on the next agenda.

**ACTION 2 : LL to prepare a paper on A&DS Corporate Values for the next Agenda.**

The Wellbeing Report was NOTED and the Board AGREED that A&DS embark on a Wellbeing Programme.

## 7 HOUSING AND PUBLIC INVESTMENT FOLLOW-UP

AE tabled a summary of September's Strategy discussions on housing and how this can be distilled into consistent messages. GR stressed that KA is keen that this is something we get moving on. After discussion it was agreed that a proposal would be worked up to enable further discussion at the December meeting.

### **ACTION 3 : JMacD to prepare a paper for the December Meeting.**

The Report was NOTED.

## 9 VALUE OF DESIGN

GR & MC tabled their paper on The Value of Design drafting up a research proposal. After discussion it was agreed that this proposal should be sharpened up and the implications should be explored prior to being reviewed again.

## 10 TRANSPARENCY : PUBLISHING BOARD PAPERS

To improve our governance, transparency and alignment with the wider public sector, it was proposed that we extend the scope of material that is currently published to include all Board Papers and to do so via our website one week prior to Board Meetings. It was highlighted that certain items will be exempt from publication, e.g. covering confidential financial, HR or operational issues.

The Board AGREED the recommendation.

## 11 STALLED SPACES

DL made a presentation on the Stalled Spaces project which was well received and the Chair congratulated those involved on behalf of the Board.

## 12 ANY OTHER BUSINESS

### December Away Day

The draft agenda for the December Away Day was tabled. It was agreed that this should be circulated to allow Members to comment.

### **ACTION 4 : Board members to provide comment on the December agenda by 17 November.**

### Social Bite Sleep Out

SE wished all the Board Members and staff taking part in Social Bite's Sleep Out in Princes Street Gardens on Saturday 9 December the best of luck.

The Meeting closed at 4.45 pm.

Signed: .....

**Graham Ross, Vice Chair**

Date .....

# Architecture & Design Scotland

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## ARCHITECTURE AND DESIGN SCOTLAND

### BOARD MEETING (51)

9 Bakehouse Close, 146 Canongate, Edinburgh

1.00 pm on Monday 12 February 2018

## A G E N D A

Item	Subject	Lead	Papers
1	Welcome, apologies and declarations of interest	KA	-
2	Minutes of previous meeting and matters arising	KA	Attached
	<b>Items for discussion/noting</b>		
3	Scotland & Venice Project	MB	To Follow
4	Digital Gallery	AE	Verbal
5	Healthcare Projects	DH	Attached
6	Board and Committee Succession Planning	SR	Attached
7	Performance Report Q3	SR	Attached
	<b>Items for determination</b>		
8	2018/19 Business Plan & Budget	JMcD	Attached
9	Board Meetings 2018/19	JMcD	Attached
10	<b>Any Other Business</b>		
	· Feedback from meeting with Ms Hyslop	KA/JMcD	
	· Strategic Planning	KA	
	· Value of Design	GR/MC	
	· BHC Space Planning	JMcD	
	· Evaluation Reporting	JMcD	

# Architecture & Design Scotland

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## ARCHITECTURE & DESIGN SCOTLAND

### MINUTES OF BOARD MEETING

Bakehouse Close, Canongate, Edinburgh

1.00 pm on Monday 12 February 2018

**Present :** Karen Anderson (KA) (Chair), Alan Sim (AS), Andy Burrell (AB), David Chisholm (DC), Graham Ross (GR), Jonathan Hughes (JH), Martin Crookston (MC), Sandy Beattie (SB) & Sue Evans (SE)

**Staff :** Jim MacDonald, Chief Executive (JMacD), Lynne Lineen (LL), Diarmaid Lawlor (DL), Sue Reynolds (SR), Andrea Hepburn (AH - Minutes), Anja Ekelof (AE) (Items 3 & 4), Morag Bain (MB) (Items 3 & 4) & Danny Hunter (DH) (Item 5)

**Guest :** Lynn Downie (LD) (Board Shadow)

#### 1 APOLOGIES & DECLARATIONS OF INTEREST

Apologies were received from Graham Hill.

GR declared an interest as part of the creative team appointed to the Scotland + Venice project.

#### 2 MINUTES OF MEETING ON 13 NOVEMBER 2017 AND MATTERS ARISING

The Minutes of the meeting of 13 November were AGREED.

#### 3 SCOTLAND + VENICE PROJECT

MB made a presentation on the Scotland + Venice project which gave the Board an insight into the venue and the work involved in setting this up. The structure to be used in Venice is not tourable but the films and existing work on the theme of Young People will be. It was noted that our participation in Venice raises the profile of A&DS and Scotland as our work is shown on an international stage.

The Board thanked MB for the presentation and asked to be kept briefed on the project.

#### 4 DIGITAL GALLERY

AE reported that eight companies were invited to tender for the development of the digital gallery but no tenders were received. On this basis, we have two options - use a graphic designer and an off-the-shelf product or create a web-based gallery on our website. Following discussion with Scottish Government, we have opted for the first option and will now revise the delivery dates before committing expenditure by the end of the financial year. AS advised that this was also the Comms Group's preferred option this morning.

## 5 HEALTHCARE PROJECTS

DH delivered a presentation on our Health & Social Care work and the positive impacts this is having. He highlighted the Health Directorate's appreciation of the work we do and their role as an advocate for this within the Scottish Government.

It was noted that the annual Design Panel Away Day at the end of February will take place at the newly opened Dumfries Royal Infirmary a project we were involved with.

The Board noted the impacts outlined and thanked DH for the presentation and all involved in the work on show.

## 6 BOARD SUCCESSION PLANNING

SR reported that the Public Appointments Team have commenced the advertising for the two Board positions that will be vacated at the end of March. KA asked that the Board meeting cycle be varied to allow the two new members to attend a meeting shortly after appointment.

### **ACTION 1: CEO to re-arrange meetings cycle as above**

It was also noted that the Audit Committee Chair (MC) leaves at the end of March. Following discussion, the Board appointed SE as the new Audit Committee Chair and SB as a member of the Committee.

JMacD reported that advertising for the new Chair will commence in April with sign off by the Minister expected by the end of June.

## 7 PERFORMANCE REPORT Q3

JMacD highlighted changes made to the Performance Report. These were well received with a few amendments requested as follows:-

- Commentary on the status of projects in the Balanced Scorecard section;
- Change the columns to see the previous representation alongside the current one;
- Provide narrative around the red items;
- The Risk Register should be linked to our strategic objectives and be more up to date.

### **ACTION 2 : CEO to amend future Performance Reports as above.**

#### Communications Group Update

AS updated on this morning's Communications Group Meeting. Website stats show website/social media users/views have gone up since last year. GDPR and the impact on our mailing lists was discussed along with the Digital Gallery, the online Materials Library and an update on the Comms Strategy Implementation.

#### Audit Committee Update

The written update from this morning's Audit Meeting was tabled. Key points to note:

- £60k of uncommitted funds will be allocated to projects by the year end;
- Audit Scotland presented their Annual Audit Plan;
- TIAA's term as internal auditors ends next month so a tender for internal auditors for the next three years will be required.

KA thanked MC on behalf of the Board for his work on Audit Committee over the last 4 years.

## **8 2018/19 BUSINESS PLAN & BUDGET**

JMacD presented the draft Business Plan and budget for 2018/19 and highlighted that the draft budget shows a deficit but measures are in place to manage this. Board requested that updates to projects from the previous version are noted in future and also that information is provided on how the projects fit in with the themes in the Corporate Strategy.

**ACTION 3 : CEO to amend future Business Plan reports as above.**

The Board APPROVED the draft Business Plan and Budget for 2018/19.

## **9 BOARD MEETINGS 2018/19**

The proposed schedule for Board meetings in 2018/19 was tabled. No decision was made and it was agreed that the paper should be represented at the March meeting.

It was further discussed that the Meetings diet should be considered with a view to amplify outreach and, mindful of the Board's role, to give consideration to working group activity around Strategic aims following last year's reviews.

**ACTION 4 : SR to add this to the March agenda.**

## **10 ANY OTHER BUSINESS**

### Meeting with Cabinet Secretary

KA/JMacD briefed Board on their meeting with Ms Hyslop on 8 February.

### Strategic Planning

JMacD asked that Board consider incorporating a ten year vision and outcomes in the next corporate strategy. This was agreed in principle subject to Board being presented with options for this.

**ACTION 5: CEO to prepare options for the Board**

### Value of Design

GR and MC updated on their paper they tabled in November. It was agreed that this would form part of the April agenda.

**ACTION 6 : SR to add this to the April agenda.**

### Bakehouse Close Space Planning

JMacD reported plans to reorganise Bakehouse Close to make better use of the space and agreed to keep the Board updated.

### Evaluation Reporting

JMacD confirmed that a programme for evaluation reporting of each project is being prepared and will be circulated to the Board.

**ACTION 7: CEO to circulate reporting programme to Board**

Chair/CEO/Board Diaries

As many items are reported after events it was agreed that future diary updates will be collated and then circulated in the form of a briefing.

GR updated that he met recently with Craig McLaren of RTPI who felt it would be good to convene with all the professions again.

**ACTION 8 : SR to add this to the March agenda.**

The Meeting closed at 4.40 pm.

Signed: .....

**Karen Anderson, Chair**

Date .....